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8 June 1964

MEMORANDUM FOR: Mr. Walter N. Elder

Walt:

I am highly pleased that the Director will address the second running of the Reorientation in Supervisory Responsibilities program tomorrow. His presentation at the first running of the program was appreciated by everyone in attendance. We have no suggestion for a change.

Transcripts of his address at the first running of the program are attached.

(SIGNED)

L. K. White

Attachments

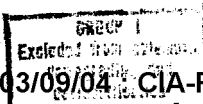
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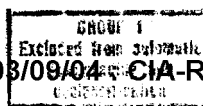
John A. McCone

Director of Central Intelligence

10 April 1964

CIA Auditorium

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This address by Mr. McCone was the opening
of a one-day program of Reorientation in
Supervisory Responsibilities.

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SUPERVISORY RESPONSIBILITIES

Ladies and gentlemen, I'm delighted that this meeting has been arranged, and that similar meetings will take place with other groups at later periods. I wished to have this meeting and asked that it be arranged because I have the feeling that the heart of an organization, whether it be a military organization or private industry or a department of the Government, is the supervisors. It is the supervisor who creates the climate of an organization, who creates the efficiency, the dedication, the security, and the ultimate product which the organization produces. Therefore, I think it is important that those of you who have in your hands the future of the Central Intelligence Agency, with all that it means to the security of this country and the free world, meet frequently with the senior executives of the Central Intelligence Agency to exchange views so that we can give to you our thoughts and from you get suggestions and guidance from your viewpoint as to how this organization might be improved. I would like first to say what I have said in this hall many times and what I say on every occasion when an opportunity presents itself: To speak of the pride that I have in the Central Intelligence Agency and to tell you that in my life and in my experience, in Government and in private life, I have never been associated with an organization where I have encountered a higher degree of professionalism, greater dedication, or more competence than I have in the Central Intelligence Agency. I can say this not in bragging but in

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pride because, as all of you know, I did not create this organization and in the years that I have been here I've tried only to assist it in its mission; but it was created by others than I. Therefore, I can make this statement, which I do to the highest authorities in this Government, with humbleness and with a feeling that I am not bragging personally, but I am reflecting what I feel is an objective viewpoint on what I have found here, and what I have had the pleasure of being associated with during the two and one-half years that I have been in this organization.

With respect to your role as a supervisor I would like first to say from my experience I think a successful supervisor or leader of others must first and foremost possess the ability to give to those around him and under him encouragement and inspiration. All too often in my life, and I am sure in the lives of every one of you, we have seen persons falter and fall or fail in their efforts in life under the direction of one person - man or woman - and then suddenly blossom out and succeed and rise to sometimes unexpected heights under the direction and encouragement and inspiration of others. Why does this happen? It happens because a supervisor - a leader - has the perception to reach into the mind of the particular individual, to take the time to determine just what is required to bring the best out of that individual, and consequently create an atmosphere under which that individual gives his most productive effort in the interest of the organization. Hence this ability of encouragement and of inspiration is the foremost - in my opinion - requirement and responsibility

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of a supervisor. There are other requirements and responsibilities and the second - in my opinion - is the courage to execute your responsibility, and I will tell you that I am mindful of the courage of this requirement, for all too often we are influenced by factors quite aside from our responsibility to our particular task. This, I must confess, I'm often guilty of myself. Compassion, friendship, consideration for an employee's personal problems and an unwillingness to act are all faults which every one of us has from time to time and which every one of us must avoid because we must have the courage to execute our responsibilities, to call the signals as we see them, and to set aside these personal and understandable emotions that serve as a series of roadblocks in your way in executing this responsibility. Third, I would like to comment on the question of security and the importance of supervisors in examining with care the behavior of the individuals who are working for you. We know - every man and woman in this room know - that the Central Intelligence Agency is the primary target of the foreign intelligence service of the Soviet Union and the foreign intelligence services of others. Therefore, we must expect that in their cunning and skillful ways efforts are being made every day to penetrate this organization. How can we protect ourselves?

We have the most precise and efficient personnel security procedures that any organization in Government has. This I know because this subject has been examined carefully in recent months and the Central Intelligence Agency has come through with flying colors. However, people change. They become

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subject to influences. Their needs change and when they are targets of persuasion and the tireless efforts of the KGB and others there is a danger that, irrespective of how carefully they were analyzed when they were brought into the organization, some might fall by the wayside. Hence, it is your responsibility as supervisors to examine with care, on a daily basis, the behavior and the actions of people around you and to feel a responsibility in the interest of the security of this Agency and of the United States; to report situations and circumstances that might lead you to believe that a person's behavior is such that he might be suspect and this should be promptly reported to the proper authorities in the personnel security section of this Agency. By this I do not mean that you should necessarily invade the privacy of an individual's life, but certainly, all too often, we overlook evidences that if we just took time to think as to why a person might be reacting as he is reacting, it would at least raise a danger flag and cause us to examine more deeply, or to have those qualified, examine more deeply in a hope that we're wrong, but always with the thought in mind that the security of the Agency and the security of the country come first. The efficiency of your workers, of course, is a primary responsibility. It is your duty to lay forth their tasks, to see that they are discharged, to organize them properly, to correlate them with parallel departments and divisions so that the Agency as a whole goes forward in unity. This, of course, is a primary responsibility of a supervisor. I do not have to dwell on it because you would not be supervisors if you didn't understand this as

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a primary responsibility in connection with your work. The Central Intelligence Agency has a deep responsibility to your Government and, for that matter, to the free world as a whole. There is no country in the free world that possesses an organization such as this. Recently, I made a trip to Europe and I visited the heads of all of the larger states of the free world in Western Europe. I reviewed with them certain of our findings with respect to the military posture and also the economic conditions of the Soviet Union. I found no disagreement with our analyses, with our findings, and I found unanimity of appreciation, and, from every country, a statement that the free world can be grateful that there is a Central Intelligence Agency in the United States in which there is centered more information having to do with the security of the free world than there is anywhere else in the free world itself. I take enormous pleasure in this, a pleasure that comes for many reasons not the least of which is the fact that all too often there is an incorrect and inaccurate press account of the Central Intelligence Agency and a critical editorial. This has concerned me because this is unfair and this is something we cannot answer because no one of us is privileged to say before the press, or before the Congress, or before an open forum what I have said here this morning. However, I am satisfied that your future, my future, our mission that we are working on jointly, are in no way prejudiced by these accounts; and I am likewise confident that despite the fact that some of these statements bite - they do me and I'm sure bite you - they have not affected the willingness to pick up the lead and carry the

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ball, more the courage of this organization.

Recently I received a message from the President stating that he wanted to visit the Agency and the person who transmitted this message said that he thought that, among other things, he could help to raise the spirit and the esprit de corps of the Central Intelligence Agency. I sent word that the President would be most welcome and we all would be most happy if he would come here. I thought his spirit and his esprit de corps would be raised if he came here. If he were coming here, I said, to raise the esprit de corps of this organization, he might do something else because the spirit was here and he did not have to worry about it.

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8 June 1964

Colonel White

Attached is the transcript of Mr. McCone's address on Supervisory Responsibilities which we obtained from OTR this morning and which you have asked to see.

By way of explanation, I passed along to [] your request early this morning that a clean copy of the transcript be forwarded to Mr. Elder. [] had only a carbon copy of the transcript which we felt was not suitable for presentation to the Director. I asked that it be retyped and arranged to have it picked up at the Broyhill Building at 10:00 A.M.

Because of a problem with available typists, the paper which we received contained typographical errors some of which had been corrected in ink by []. We were reluctant to send this paper to the Director's Office. Corrections were made and it was retyped here. I handed it to Mr. Elder at 1:00 P.M.

Mr. Elder had on his desk an original of the transcript of Mr. McCone's address but I suggested that he use the fresh copy which I handed him, explaining that we had made a few corrections. He agreed and seemed to be satisfied.

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Address by

John A. McCone

Director of Central Intelligence

10 April 1964

CIA Auditorium

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This address by Mr. McCone was the opening of a one-day program of reindoctrination on Supervisory Responsibilities. (This first session included approximately 20 other observers from various other Agency components.)

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SUPERVISORY RESPONSIBILITIES

Ladies and gentlemen, I'm delighted ~~that~~ this meeting has been arranged and that similar meetings will take place with other groups at later periods. I wished to have this meeting and asked that it be arranged because I have the feeling that the heart of an organization, whether it be a military organization or private industry or a department of the ~~Government~~, ~~the heart of it~~ is the supervisors. It is the supervisor who creates the climate of an organization, who creates the efficiency, the dedication, the security, and the ultimate product which the organization produces. Therefore, I think it is important that those of you who have in your hands the future of the Central Intelligence Agency, with all that it means to the security of this country and the free world, meet frequently with the senior executives of the Central Intelligence Agency to exchange views so that we can give to you our thoughts and from you get suggestions and guidance from your viewpoint as to how this organization might be improved. I would like first to ~~reiterate~~ say what I have said in this hall many times and what I say on every occasion when an opportunity presents itself: To speak of the pride that I have in the Central Intelligence Agency and to tell you that in my life and in my experience, in ~~Government~~ and in private life, I have never been associated with an organization where I have encountered a higher degree of professionalism, greater

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which that individual gives his most productive effort in the interest of the organization. Hence, this ability of encouragement and of inspiration is the foremost, in my opinion, requirement and responsibility of a supervisor. There are other requirements and responsibilities and the second, in my opinion, is the courage to execute your responsibility, and I will tell you that I am mindful of the courage of this requirement, for all too often we are influenced by factors quite aside from our responsibility to our particular task. This, I must confess, I'm often guilty of myself. Compassion, friendship, consideration for an employee's personal problems, an unwillingness to act are all faults which everyone of us have from time to time and which everyone of us must avoid because we must have the courage to execute our responsibilities, to call the signals as we see them, and to set aside these personal and understandable emotions that serve as a series of roadblocks in your way in executing this responsibility. Third, I would like to comment on the question of security and the importance of supervisors in examining with care the behavior of the individuals who are working for you. We know every man and woman in this room knows that the Central Intelligence Agency is the primary target of the foreign intelligence service of the Soviet Union and the foreign intelligence services of others. Therefore, we must expect that in their cunning and skillful ways efforts are being made everyday to penetrate this organization. How can we protect ourselves?

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